

Children's homes inspection - Full

Inspection date	19/01/2016
Unique reference number	SC006921
Type of inspection	Full
Provision subtype	Children's home
Registered person	Five Rivers Child Care Limited
Registered person address	Five Rivers Childcare, 47 Bedwin Street, SALISBURY, SP1 3UT

Responsible individual	Mausumi Maulik
Registered manager	Naome Muzeremwi
Inspector	Angus Mackay OBE

Inspection date	19/01/2016
Previous inspection judgement	Sustained Effectiveness
Enforcement action since last inspection	None
This inspection	
The overall experiences and progress of children and young people living in the home are	Good
The children's home provides effective services that meet the requirements for good.	
How well children and young people are helped and protected	Good
The impact and effectiveness of leaders and managers	Good

SC006921

Summary of findings

The children's home provision is good because:

- The home has a dedicated, experienced and suitably qualified management team who understand the strengths and weaknesses of the home.
- The staff provide a caring and nurturing environment for young people.
- The home works closely and collaboratively with other professionals. Their communication with professional partners and families is excellent.
- The manager carefully controls all admissions and departures from the home.
- The home has access to on-site education and psychology services.
- Training, supervision and appraisal are consistent and appropriate, providing staff with the support knowledge and competency to provide a good service.

What does the children's home need to do to improve?

Statutory Requirements

This section sets out the actions which must be taken so that the registered person/s meets the Care Standards Act 2000, Children's Homes (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*. The registered person(s) must comply with the given timescales.

Requirement	Due date
Ensure the statement of purpose covers the matters listed in Schedule 1, in particular who to contact if a person has a complaint about the home and how that person can access the home's complaints policy. (Regulation 16(1))	04/03/2016

Recommendations

To improve the quality and standards of care further the service should take account of the following recommendation(s):

- Ensure the review of the quality of care provided by the home focuses on the experiences of the young people living there and the impact the care is having on outcomes and improvements for them. (The Guide to the Quality Standards, page 64 paragraph 15.2)
- Ensure that all staff are familiar with the homes policies on record keeping and understand the importance of careful objective and clear recording. In particular, that care plan targets and desired outcomes are consistently completed. (The Guide to the Quality Standards, page 62 paragraph 14.4)
- Complete a workforce development plan which can fulfil the workforce related requirements of regulation 16, schedule 1 (paragraphs 19 and 20) (The Guide to the Quality Standards, page 53 paragraph 10.8)
- Ensure that all children have access to appropriate advocacy support, and where possible this should be provided by a person that the child chooses. (The Guide to the Quality Standards, Page 23 Paragraph 4.16)
- Take into account the views of other professionals who have worked with the staff and children in the home when conducting staff appraisals. (The Guide to the Quality Standards, page 61 paragraph 13.5)
- Provide staff with the knowledge and skills to recognise and be alert for any signs that might indicate a child is at risk of harm in particular ensure new staff

complete safeguarding training as detailed in the statement of purpose and all staff complete training in awareness of exploitation by extremist groups. (The Guide to the Quality Standards, page 43 paragraph 9.12)

Full report

Information about this children's home

This section should outline:

This privately owned children's home may provide care and accommodation for no more than five young people who may have emotional and behavioural difficulties. The home has access to an on-site school and a dedicated psychology service.

Recent inspection history

Inspection date	Inspection type	Inspection judgement
03/03/2015	Interim	Sustained Effectiveness
13/08/2014	Full	Good
31/10/2013	Interim	Good Progress
14/06/2013	Full	Good

Inspection Judgements

	Judgement grade
The overall experiences and progress of children and young people living in the home are	Good
Young people like the home and the staff. One young person said, 'Staff are very welcoming.' Relationships are warm, relaxed and convivial. Staff engage positively with young people and listen to them. Young people made insightful contributions to group discussions about complex issues such as race, culture and immigration. One young person has made stunning progress in self-confidence and communication skills. A child and adolescent mental health (CAMHS) worker said, 'She has come on in leaps and bounds. Her communication has improved massively.' Young people say they can confide in staff and trust them implicitly. Young people have highly personalised bedrooms, which they describe as lovely, comfortable and huge. The home provides a warm nurturing environment, which is well maintained and suitably decorated. Staff are trained in the homes approach to care as described in the statement of purpose. This encourages the creation of a warm nurturing environment for young people. Staff skilfully provide safe and nurturing care for young people. The manager controls all admissions to the home. The full management team including the school, psychologists and care staff are involved in deciding if the home can meet the young person's needs. Due consideration is given to the impact on the other young people living in the home. The home plans admissions carefully aiming to ensure the young person has seen the home and met the staff and young people before moving in. This attention to detail and direct control on admissions improves the likelihood of success in the positive engagement of young people. Where young people do not engage with the home's approach, the manager is appropriately persistent in addressing this with placing authorities to ensure the best care for all young people. Young people who settle in the home make considerable progress in their personal development. Some reduce instances of self-harm and improve their self-image and confidence. Where additional support is required, the home has access to their own therapeutic psychology team or work closely with placing authorities CAMHS teams. One CAMHS professional praised the work of the home saying, "They have adhered to our care plan and have worked with it. The risk and care management plans they produced had every detail you could hope for. The young person has benefitted from their holistic and flexible working." Some young people do not go missing from the home and most other young	

people reduce absences from the home over time.

Young people make progress in issues of health and personal hygiene. The home works closely with other professionals such as looked after children (LAC) nurses, CAMHS teams and their own psychology team. Young people make significant progress in all areas of their personal health. One CAMHS worker said, 'The home have helped the young person to address our concerns about her weight. They have successfully addressed this by an approach which is not regimented and harsh but holistic in nature.'

Where young people engage with the home, they make good progress in education. Most have gained a range of qualifications, including GCSE's and AQA awards. The onsite school works closely with the children's home reinforcing learning in social situations. One young person has made stunning progress in confidence and social engagement through this shared approach. The placing social worker said of the work, 'They work in a collaborative multi-disciplinary way with us. I can see the young person can flourish, she has a bright future in the home.' Where an individual does not engage with the school, they work with them to design bespoke programmes, which can meet their needs. Most young people are benefiting from this approach and progress to college and work experience.

Young people make progress in communication and understanding their rights and how to influence change in the home. They have a range of ways of influencing change in the home including through meetings, keyworker sessions and questionnaires. One social worker commented, 'They have helped her to realise her human rights to communicate her feelings and choice. They give her multiple forums to communicate.'

The home encourages positive relationships between young people and their families and friends. Social workers commend their communication and adherence to care plans. Parents who had fears about residential care have formed positive relationships with the home and enjoy visits to their children. One social worker described the home as, 'Truly fabulous.'

	Judgement grade
How well children and young people are helped and protected	Good
All young people say they feel safe in the home. They are confident and trusting of staff. The home follows appropriate procedures when young people go missing. On young people's return, they provide relaxed debriefing supported by police return	

interviews. The manager has unsuccessfully petitioned one local authority to provide an independent person to undertake return interviews, for a young person who persistently goes missing and places herself at risk. However, the excellent relationship with the local police missing person's unit means that in the police missing person's officer, the young person has someone they can trust who is independent of the home and social services. The home are planning to appoint their own independent returns officer but have not yet finalised this service. Most young people have successfully settled in the home and are developing skills of negotiation and risk awareness to enable them to avoid going missing.

Staff recruitment follows safer recruitment guidelines and meets regulatory requirements. Staff files are well organised and clearly evidence appropriate checking prior to their appointment. Young people contribute to the construction of questions for interviews but are not directly involved in recruitment exercises. The thorough approach to all checks and the rigour of interviews enhances the selection of appropriate staff.

All established staff have done training in safeguarding at various levels up to level 3 as well as training in specific issues such as on line safety. Staff have a good understanding of procedures and how to apply them in practice. Safeguarding policies are detailed and cover key areas such as child sexual exploitation, gang culture and a range of other relevant topics. However, they do not include guidance on extremism. Training is planned in awareness of the prevent agenda but has not yet happened. Staff have held discussions with young people about these emerging threats and involved them in meaningful debate about societal attitudes to race, culture and immigration. Young people are engaging positively in these discussions, which teachers reinforce in school and aid them in building personal resilience and well-informed views.

Staff maintain effective risk assessments on young people. Keyworkers regularly review and modify them to ensure they reflect the current risks. Where an individual has a high-risk area keyworkers construct a more detailed assessment to aid staff in successfully containing the risk.

The home applies a positive approach to behaviour, rewarding the achievement of desired behaviours. Staff are skilled in the application of the homes approach to behaviour management; consequently, there have been no restraints since before the last inspection. Staff carefully risk assess each individual and construct personalised intervention programmes which identify whether restraint may be used. This sensitive approach ensures young people's safety and protects them from unnecessary or harmful interventions.

The home is a safe environment with all relevant health and safety checks in place. Staff all train in fire safety, basic first aid, medication control and other relevant health and safety issues. Medicines are safely stored and appropriately recorded

ensuring young people receive the correct medication and treatment.

	Judgement grade
The impact and effectiveness of leaders and managers	Good
Staff and young people say they like the Registered Manager. They all describe her as accessible and fun. She has relevant level 4 qualifications and five years of successful experience as a Registered Manager. She maintains a development plan for the home, which provides a clearly structured timeline for the development of the service. Some of the issues identified during this inspection are included in this year's plan. Independent monitoring reports contain a helpful level of detail and are well constructed. They include interviews with young people, social workers and family members. Although there is no specific section on safeguarding the independent visitor threads this throughout the reports giving a clear picture of how well staff safeguard young people and advocate on their behalf. For example, the reports detail challenges to local authorities on behalf of young people for independent advocacy. The visitor now sends these reports directly to HMCI improving their effectiveness as an additional safeguard for young people. The Registered Manager has produced a monitoring report on the quality of care within the home. The report comments directly on all areas in the quality standards providing an overview of how staff meet individual targets. However, on many areas the report lacks clear evidence of how well staff meet the standard describing the approach rather than evidencing its effectiveness. The report provides a useful summary of the work staff do in addressing all aspects of the quality standards but does not demonstrate the impact this care is having on outcomes and improvements for the young people. The home does have this information, some of which it includes in young people's monthly summaries. For example, a keyworker has constructed graphs and an analysis of absences from the home tracing the successful interventions with one young person. The statement of purpose describes the homes approach to working with young people. The management team were reviewing the statement of purpose prior to the inspection to ensure it accurately reflects the service provided to young people. The manager made some minor changes during the inspection to provide greater clarity in all areas. However, the statement did not include details of who to contact if a person has a complaint about the home and how that person can access the home's complaints policy. The young people's guide contains a	

complaints process and young people confirm they understand this and how to apply it.

Care plans provide structured advice on how to address issues and who is responsible for each area but lack consistent recording of when staff review targets and record outcomes. Most files have this clearly recorded with instructions on how to monitor and record outcomes. On one file the desired outcomes are recorded in the section on who will address the issue and how, and there is no indication of the review process. Keyworkers monitor care plans every three months minimising the impact of this lack of accurate recording.

The management team maintain a training matrix, which provides a structured record of all training planned and completed. The home ensure that staff are fully prepared to work with the specific issues of the young people in the home. For example, staff are completing extensive training in specific mental health issues to aid their work with the young people. During the inspection, staff were engaged in formal training as part of induction or as updates. However new staff had not yet completed their safeguarding training prior to working, as outlined in the statement of purpose. As previously noted no staff have commenced their training in the prevent agenda. The home has a well-structured induction programme, which new staff are working through. The programme provides clear well documented milestones for staff to meet prior to their confirmation in post. The home does not have a workforce development plan as a single document but has all of the components elsewhere. Managers provide staff with appropriate support and development to provide good care to young people.

Supervision is thorough, regular and reflective in nature allowing staff to learn and develop. Managers monitor staff progress and development, by: two appraisal meetings per year for established staff; and probation reviews for new staff. Supervisors do not currently consult young people about staff performance as part of the appraisal

What the inspection judgements mean

The experiences and progress of children and young people are at the centre of the inspection. Inspectors will use their professional judgement to determine the weight and significance of their findings in this respect. The judgements included in the report are made against *Inspection of children's homes: framework for inspection*.

An **outstanding** children's home provides highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** children's home provides effective services that help, protect and care for children and young people and have their welfare safeguarded and promoted.

In a children's home that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the children's home is not yet delivering good protection, help and care for children and young people.

A children's home that is **inadequate** is providing services where there are widespread or serious failures that create or leave children and young people being harmed or at risk of harm or result in children looked after not having their welfare safeguarded and promoted.

Information about this inspection

Inspectors have looked closely at the experiences and progress of children and young people living in the children's home. Inspectors considered the quality of work and the difference adults make to the lives of children and young people. They read case files, watched how professional staff work with children, young people and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the children's home knows about how well it is performing, how well it is doing and what difference it is making for the children and young people who it is trying to help, protect and look after.

This inspection was carried out under the Care Standards Act 2000 to assess the effectiveness of the service and to consider how well it complies with the Children's Homes (England) Regulations 2015 and the *Guide to the children's homes regulations including the quality standards*.

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